



SURFACE WARFARE ENTERPRISE CHIEF READINESS OFFICER

The CRO's Nest

Surface Force Class Squadron News for Waterfront Leaders

Issue No. 9

WARSHIPS READY FOR TASKING

August 27, 2008

First-In-Class *Freedom* Closes In on Commissioning

Story by LCSRON, NAVSEA, CNRMW Public Affairs, Photos by Lockheed Martin and MC2 Kevin O'Brien



MARINETTE, Wis.— In the past month, the first ship in the Navy's new Littoral Combat Ship class, the future USS *Freedom* (LCS 1), passed three milestones on the road to service in the fleet: the completion of builder's trials on Aug. 9, the official announcement of her commissioning ceremony, and the completion of acceptance trials on Aug. 20.

LCS is a fast, agile, focused-mission ship designed to defeat asymmetric "anti-access" threats such as mines, quiet diesel submarines, and fast surface craft. The 378-foot *Freedom* is being designed and built by a Lockheed Martin-led industry team.

Builder's trials tested the vessel's propulsion, communications, navigation and mission systems, as well as all related support systems.

"Getting *Freedom* underway is a significant step in the ship's steady progress toward entering the fleet," said LCS Program Manager Capt. James Murdoch during builder's trials. "*Freedom* has overcome many challenges to reach this important milestone. LCS 1 will add tremendous capabilities to the fleet for our Sailors."

Following the completion of builder's trials, *Freedom* returned to Marinette Marine to prepare for acceptance trials conducted by the U.S. Navy's Board of Inspection and Survey beginning Aug. 17.

But first, the ship's commissioning committee announced in Milwaukee on Aug. 18 that the city's Veteran's Memorial Park would be the site of *Freedom*'s commissioning on Nov. 8.

"This is another huge milestone in the life of USS *Freedom*," said Cmdr. Michael Doran, prospective commanding officer of *Freedom*'s Gold Crew. "It was a mere 64 months ago that *Freedom* was a proposal on a piece of paper and here we are announcing the date for its commissioning."

The commissioning date was set by Secretary of the Navy, Donald C. Winter, who had only two weeks earlier gotten underway in *Freedom* during builders Trials.

"LCS is a transformational program. It provides the first capability we've had to really be able to perform in littoral regions the way we believe we're going to need to over the next many years given all the challenges that we see worldwide in littoral regions," said Winter during his visit.

He went on to add that he wanted to visit the ship to get a better feel of how it is coming along and make a statement of how



(Above) PCU *Freedom* (LCS 1) got underway for builders trials July 28. During the trials, Secretary of the Navy Donald C. Winter visited the ship (right) and said LCS "provides the first capability we've had to really be able to perform in littoral regions the way we believe we're going to need to over the next many years." *Freedom* is currently undergoing acceptance trials by the Navy's Board of Inspection and Survey, and will be commissioned Nov. 8.



important he thinks this program is.

The LCS class consists of two different hullforms – a semiplaning monohull and an aluminum trimaran – designed and built by two industry teams, respectively led by Lockheed Martin and General Dynamics.

The littoral combat ship was designed to provide the U.S. Navy with greater flexibility and capability in operating in the littoral or "green water" coastal areas. The 377-foot *Freedom* is capable of speeds in excess of 40 knots and can operate in water less than 20 feet deep. The ship will act as a platform for launch and recovery of manned and unmanned vehicles. Its modular design will support interchangeable mission packages, allowing

Please see *Freedom* Approaches Commissioning Page 3

Inside This Issue

CCA Repair Capability for Aegis Ships	3
Cross Class Kevlar Shield Data Call	3
LHDRON USMC Communicators Prep ESG's.....	5
PCRON Improves Engineering Processes.....	6
Ready Warfighters: USS Nitze	7
MCMRON Improves Maintenance and Training	8
LSDLPDRON Manages People, Improves Engineering	9
LHDRON EDVR Management	10

The CRO's Nest

is published by Commander, Naval Surface Force Atlantic (SURFLANT)

Commander, Naval Surface Force Atlantic

Rear Adm. Kevin Quinn

The CRO's Nest is produced by the SURFLANT Public Affairs Office.

The editorial content of *The CRO's Nest* is also prepared and edited by the SURFLANT Public Affairs Office.

Public Affairs Officer:

Lt. Cmdr. Herb Josey

Editorial Staff:

Mr. Paul Taylor

william.p.taylor@navy.mil

Lt. j.g. Laura Le

laura.le@navy.mil

CLASSRON Public Affairs Officers:

CGRON: Lt. Christopher Seivers

christopher.seivers@navy.mil

DDGRON: Cmdr. Mark Leary

mark.leary@navy.mil

FFGRON: Ensign Christine Campbell

christine.m.campbell@navy.mil

LCSRON: Lt. Cmdr. Brad Fagan

bradley.fagan@navy.mil

LHDRON: Mr. Dave Brown

david.brown16@navy.mil

LSDRON: Lt. Greg Crusier

gregory.crusier@navy.mil

MCMRON: Lt. Joe Stach

joe.stach@navy.mil

PCRON: ITCS(SW/AW) Maria Nobles

maria.nobles1@navy.mil

The CRO's Nest is an authorized publication for Surface Warriors and those who support them. Its contents do not necessarily reflect the official views of the U.S. government, the Department of Defense, the U.S. Navy or the U.S. Marine Corps and do not imply endorsement thereof.

The appearance of specific goods, services, or vendors in this newsletter does not constitute endorsement by the Department of Defense, the Navy or Marine Corps, Commander, Naval Surface Forces, or *The CRO's Nest* of those goods, services, or vendors.

Questions or comments can be directed to the public affairs officer, or the editorial staff who can be reached at 757-836-3140. The fax number is 757-836-3275.

All news releases should be sent to the SURFLANT public affairs office and may be submitted via e-mail to:

william.p.taylor@navy.mil and

herbert.josey@navy.mil.

From the Desk of Rear Adm. Kevin Quinn, Chief Readiness Officer Manpower and Training Key to Warfighting Readiness

The Navy's most important assets are our highly trained Sailors. In order to make sure we have Warships Ready for Tasking, we have to maintain a proper balance of trained and experienced Sailors. Unfortunately, we are missing the mark in this area - specifically with Navy Enlisted Classification (NEC) Fit. Recent statistics indicate only 55 percent of our most important NECs are filled on ships. To combat this, we are heading up several initiatives to solve the problem and ensure the SWE is working to increase NEC manning for our ships. The good news is the issue has visibility and the right people are moving out to solve it. However, it is also a complex issue that will take time to resolve.

The first step in making sure we get ship manning right is solid Enlisted Distribution Verification Report (EDVR) management. The EDVR and the database behind it are the cornerstone for maintaining the proper mix of Sailors on a ship. A properly maintained EDVR accurately reflects the current manning status and shows where there are gaps in the NEC needs of the ship. This, in turn, provides the foundation for the detailing process: if we know what NECs the ships really need, we can send the right people to support their missions. The hard part about this is that, shipboard manning is highly dynamic and the EDVR does not remain accurate unless it is constantly and effectively managed. Recent reviews indicate that we need to get better at this task. To support this goal and assist the ships in properly managing their EDVRs, the CLASSRONs and TYCOM N1 Staffs will provide training and assist ships in establishing an accurate EDVR. The LHDRON has a story about their efforts in this issue of the CRO's Nest. Expect to hear from your CLASSRON in the near future. Additionally, we are working with supporting organizations including PSD Afloat to clarify roles in EDVR maintenance to ensure continued support for this critical process.

An accurate picture of shipboard manning is only the first step in the process. We have identified other areas that need to be improved in the assignment process and are working with NAVPERs, Fleet Forces Command, and other supporting organizations to identify and implement both short- and long-term process improvements to make sure ship requirements are filled. Some examples of short-term improvements include increased school availability for critical AIC NECs and manual intervention to ensure that our most important requirements have high enough priority to show up on CMS/ID.

In addition to a ship having the right NEC Fit, crews must have the proper training to make sure they can work together as a team to operate the ship. That is the primary function of the Unit Level Training (ULT) process. It is my responsibility to make sure that ships entering the Intermediate Training Phase meet this requirement. One way we measure this process is TFOM. TFOM provides continuous feedback on our progress in maintaining a continuous level of proficiency in Unit Level tasks. TFOM's effectiveness as a measure requires honest reporting and effective self evaluation. Both are necessary to ensure we have a solid readiness base for entering Intermediate Phase Training.

Accomplishing ULT tasks and achieving the right standards requires careful planning and a steady strain - especially in today's dynamic operational environment. I know the task is not easy, but it is our goal to achieve excellence in these areas. I am committed to helping you in achieving this and am working through the CLASSRONs, Afloat Training Groups, and Operational Commanders to make sure you have the right amount of time and right number of opportunities to achieve this standard.

Again, the primary path to achieving Warships Ready for Tasking is excellence in performing our everyday functions - something that requires the support and action of every individual - every Sailor makes a difference.



Circuit Card Assembly Repair Capability to be Delivered to all Aegis Ships

Story by FCC(SW) Anthony Belbeck, CGRON N65, Photo by FC2 Christopher Ford, USS Hue City (CG 66)



SAN DIEGO — Aegis SPY-1 Antenna Phase Shifter Driver (PSD) circuit card assembly (CCA) 2M repair capability has recently been funded by the Naval Sea Systems Command (NAVSEA) directorate for Logistics, Maintenance and Industrial Operations to be included on all Aegis ships.

By the end of FY09 all Aegis ships will have the capability of repairing the high fail capacitor bank on the PSD CCA. The current procedure requires ships to turn in the faulty PSD CCA to the local Regional Maintenance Center for 2M repair. If the PSD CCA fault is other than the capacitor bank, the PSD CCA is sent to Lockheed Martin for depot level repair.

Providing Aegis ship Sailors the capability to repair PSD CCA themselves will significantly increase ship's self sufficiency, increase combat readiness, and preserve limited ship maintenance funds. Ship's force can repair PSD capacitors at four dollars per bank. This is more cost- and time-effective than the current option of turning deficient PSDs into RMC for repair or replacing the entire PSD at a cost of \$3,400.

The minimal required additional 2M equipment for PSD CCA repair includes a hotplate, model number HS-150, and replacement capacitors. Additional training for 2M technicians may be obtained by contacting the local 2M inspector. Refresher training is being developed by NAVSEA and Naval Undersea Warfare Center Detachment Field Engineering Office, Norfolk, to



FC2 (SW) Christopher Ford of the Mayport-based guided missile cruiser USS Hue City (CG 66) performs 2M repairs on PSD aboard utilizing hotplate supplied as part of the 2M upgrade.

sustain shipboard skill set requirements.

NSWC Crane, Indiana, will promulgate the fielding plan. Priority will be given to FDNF ships followed by deploying units until all ships are equipped. Questions about the PSD 2M capability can be directed to the Cruiser Class Squadron point of contact: FCC(SW) Anthony Belbeck (tel: 619-556-6675, e-mail: anthony.belbeck@navy.mil).

Freedom Approaches Commissioning *(continued from page 1)*

the ship to be reconfigured for antisubmarine warfare, mine warfare, or surface warfare missions on an as-needed basis.

"It brings to the fleet a lot of flexibility," Doran said. "The ship was built with a specific goal and purpose in mind - to operate in shallow waters. It also has the flexibility, as 40 percent of it is large, reconfigurable space so that you can put the specific mission packages into it."

Freedom will be manned by one of two rotational crews, blue and gold, similar to the rotational crews assigned to Trident submarines. The crews will be augmented by Sailors assigned to one of three types of configurable mission packages which can be changed out quickly. These mission packages focus on three mission areas: mine counter measures, surface warfare and anti-submarine warfare.

Of the many new systems being used on Freedom is a highly automated engineering plant and water jet propulsion, both of which give the ship new capabilities.

Freedom was christened Sept. 24, 2006, in Marinette, Wis. Following commissioning, she will sail to Norfolk, for operational testing and then to her homeport of San Diego.

The second ship of the class, Independence, is being built at



(Above) LCS Class Squadron (LCSRON) Commander, Capt. Lewis Nygard, gives the thumbs up while underway onboard PCU Freedom (LCS 1) during builders trials. LCSRON ensures the readiness of LCS ships by facilitating rapid, clear, and effective communication between the ships and support providers, driving process integration, providing class-specific expertise, and predicting readiness challenges then coordinating effective and efficient solutions.

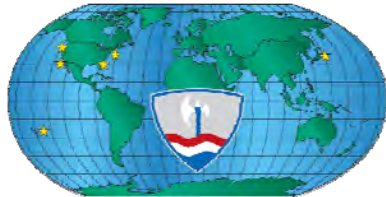


the Austal USA shipyard in Mobile, Ala., by General Dynamics Bath Iron Works.

FFGRON Takes On Electrical Plant Control System Maintenance

Story and Photos by Lt. Cmdr. Matthew Tardy, FFGRON N43

FFG CLASSRON



WARSHIPS READY FOR TASKING

MAYPORT, Fla. — FFGRON is working an Engineering Plant Control System (EPCS) initiative with numerous organizations in order to provide near- and long-term solutions for Frigates.

FFGRON Commander Capt. Glenn Zeiders and Mr.

John Buckley of the Naval Surface Warfare Center, Carderock Division (NSWCCD) presented several recommendations to the Sustainment and Modernization Team (SMT) on July 24, 2008.

Frigate EPCSs have been plagued by performance and supportability issues that have resulted in 59 CASREPS, including numerous C-4's, over the last five years. The current system is thirty years old with brittle back plane wiring and thousands of oxidized connections that often result in unintended detrimental consequences during troubleshooting attempts.

The Original Equipment Manufacturer (OEM), Lockheed Martin, no longer maintains the equipment required to replace failed components or upgrade the old ones. This, in turn, has led to an inability to update the EPCS to provide accurate monitoring of several FFG modernization programs, including Reverse Osmosis Desalinator Units, and Caterpillar Ship's Service Diesel Generators. Further complications include processor generated alarms and bell and data logger issues that reduce confidence in the ability to effectively monitor plant conditions.

Obsolescence of Circuit Card Assemblies (CCA) is also an associated issue. Currently, the OEM does not have the capability or the business incentive to modify existing CCA's to support the EPCS. If current trends continue, it is possible that within 5 years 56% of CCA inventories will be exhausted.

FFGRON, along with NSWCCD, has taken on this issue and has presented a recommendation to the SMT that will equip at least three ships with a fully upgraded system for PR 11 with the possible addition of up to seven FFGs. This upgrade will replace EPCS Control Consoles (PCC, EPCP, ACC and LOP) with multi-function work stations, install programmable logic controllers, implement automated ICAS upgrade and paperless Bell and Data Logger, and has the option to install a computer-based onboard trainer and a Free Standing Electrical Enclosure replacement. This will create a system that is maintainable, survivable, reliable, affordable and scalable. It will also improve operational availability and reduce maintenance requirements and it will mitigate the inventory issue since scarce components will be recapitalized for re-use on other FFG's. This solution will provide the best near term solution and offers the least risk.

Based on discussions at the SMT, subsequent actions were taken to mitigate the current readiness support shortfalls. These included a verification and authorization of Naval Air Depot and Naval Surface Warfare Center (NSWC) Crane repair capabilities to reengineer the CCA's, led by Mr. Jerry Braun of NSWC Crane. This resulted in identification of a number of CCA's that these facilities may be able to repair organically. Additionally, NSWC pursued an effort with the OEM to transfer the test program sets from legacy tester format to the modern R-CAS tester format



The FFGRON has launched an initiative with numerous organizations to provide near- and long-term solutions to the challenge face by frigate Sailors whose 30 year-old Engineering Plant Control Systems (EPCS) are aging beyond service life.

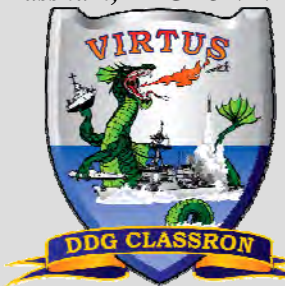
widely in use by the Navy. This has been an iterative process resulting in multiple updates to the analysis due to stock position changes and identified repair capabilities.

Mr. Dave Ascher, DoD Module Test and Repair/Gold Disk Program Coordinator at Naval Undersea Warfare Center Det Field

Please see FFG ECPS Action in Progress Page 5

DDGRON Begins Cross-Class Data Call

Story by Cmdr. Mark Leary, DDGRON N43/6 and Lt. Bobby Bassham, DDGRON N432C



NORFOLK — DDGRON has been designated as the lead class squadron for a cross-class data call related to deck-mounted ballistic Kevlar shields that were included with ATPF ship alterations. A recent trend shows Kevlar shields may be deteriorating due to environmental conditions or improper handling and stowage.

The lack of a stock number for these Kevlar shields in the supply system has made the shields difficult to obtain when a replacement is required. A few ships have used alternate shields provided by a different vendor. The alternate shields have not been authorized through the SHIPMAIN modernization process and are therefore not authorized for shipboard use.

DDG CLASSRON has initiated the data call via naval message from the Chief Readiness Officer instructing ships to inspect their Kevlar shields (COMNAVSURFLANT Message Date Time Group is 152035Z AUG 08, Subject: Joint CLASSRON Alert-Kevlar Ballistic Shield Assessment). Discrepancies should be documented via 2-kilo or via CASREP where warranted. CLASSRONS provide fiscal support for CASREPS when available, and will work with the Type Commander and vendor to repair or replace shields as needed.

LHDRON's USMC Communicators Prepare ESG Comms Experts

Story by Capt. Thomas Richards, USMC, LHDRON N01B, Photo by photo by MC3 Class Matthew J. Kuhlman



NORFOLK — A critical component in the Marines Corps mandate to have an active presence on the waterfront is the Marine Corps C4 Naval Integration Team (MCNIT) at LHDRON.

LHDRON's Marine Corps Naval Integration Team consists of two Amphibious C4 Planning Officers and two Amphibious Systems Chiefs.

These Marines fall under the Maintenance Analysis and Combat Systems / Communications (N43/6) Directorate. The MCNIT Marines are unique to LHDRON because their primary focus is supporting the near term deploying east coast MAGTF/MEU embarking amphibious platforms (the deploying Expeditionary Strike Groups [ESGs]).

MCNIT Marines ensure that Amphibious Enterprise Ships are adequately prepared for the embarkation of assigned Marine Landing Forces. This mission is accomplished through active participation in the C5IMP and SHIPMAIN processes for deploying amphibious ships, and the execution of the USMC C4 systems checks to determine the location, distribution, and condition of "blue-in-support-of-green" (BISOG) assets.

MCNIT Marines work closely with NAVSEA, SPAWAR, MARFORCOM, NETWARCOM, Port Engineers, and individual project teams to ensure that planned upgrades and operational testing of the amphibious ship's C2 systems are accomplished prior to the embarkation of the assigned MAGTF. They also

FFGRON ECPS AIP (continued from page 4)

Engineering Office Norfolk, is continuing to work to capture the critical CCA's into the Gold Disk program. This will be key to conducting technology transformation, while maintaining the current readiness. This enhanced 2M repair capability will provide ships and RMCs the ability to repair CCAs at component level, vice replacing entire CCAs.

Capt. Glenn Stafford at Naval Inventory Control Point is working a comprehensive support and obsolescence analysis on the FFG EPCS CCA's as well. Using the lowest replaceable unit (LRU) level, all of the CCA's are considered obsolete as they cannot be procured from the OEM. A lower level analysis included the status of the components used to build the cards or required to repair the cards. This analysis identified numerous obsolete or single source components used on the CCA's. These components are obsolete or at risk from an OEM/commercial perspective as they cannot be procured in the market place.

The SMT along with FFG CLASSRON and NSWCCD will provide an additional brief to the SWE at the end of September to support this initiative. This project is an excellent example of FFG 7 class ships, NAVSEA, and NSWCCD identifying a problem, raising the issue to the CLASSRON, and the CLASSRON harnessing the power of the SMT, and eventually the SWE to provide a near- and long-term solution to our outstanding warfighters and increasing their readiness. The entire process was worked in less than 100 days and shows the quick reaction and power of the Surface Warfare Enterprise to respond to critical Fleet Requirements.



Sgt. Howard Wright of Marine Special Operations Battalion, Alpha Company, from Vandalia, Ohio, tests communications equipment on the flight deck of the amphibious assault ship USS Bonhomme Richard (LHD 6).

serve as the USMC C4 subject matter experts and act as the liaison between the MAGTF, ISIC and each individual ship from the time the ESG forms through the work up cycle. Pre-deployment preparation mission with the ESG concludes after COMPTUEX, where Marine communicators serve as the USMC C4 Team Leaders for the Deploying Group Systems Integration (DGSIT) Final Integration Testing. After COMPTUEX, the integration cycle begins again, with the next deploying ESG as the customer.

The role of the Deploying Group Systems Integration Testing and Final Integration Testing (DGSIT) process follows the assumption that the Strike Group's interfacing sensor's and networks are considered one total Combat/C4I system; designed to function in a seamless and complementary manner. DGSIT is designed to assist operational commanders and the Systems Program Office in ensuring installed C4ISR and combat systems are ready to support operational force warfighting requirements.

DGSIT also serves as the Atlantic Fleet's "honest broker" in the identification of C4ISR/Combat Systems technical, interoperability, and integration issues in an operations environment. DGSIT also acts as the liaison between the technical community and deploying commanders in the tracking and resolution of identified interoperability and integration issues. The Final Integration Testing Phase takes place during the ESG's COMPTUEX exercise and includes detailed operational interoperability tests supervised by SME's provided by supporting program offices.

Recently, Capt. Tom Richards, USMC of LHDRON's Marine Corps Naval Integration Team served as the DGSIT USMC Team Leader for LPD 17 during the Iwo Jima ESG's Final Integration Testing. COMLHDRON's MCNIT Marines are an excellent resource for serving as DGSIT USMC Team Leaders because of their experience working with the various C4 systems as well as understanding the requirements of the embarked landing force in an operational environment.

Please see Marine Comms Page 6

PCRON Process Improvement Saves Engines and Time for Sailors

Story by ITCS(SW/AW) Maria Nobles, PCRON Public Affairs Officer



NORFOLK — The manning of ships with rotational crews presents significant challenges. PCRON is focused on finding creative solutions to refine the process and remove inefficient procedures that waste valuable limited resources. GSMC(SW) Robert Koonce the PCRON Engineering Training Analyst came up with a creative solution to maximize proficiency and minimize equipment wear in the training of PC rotational crews.

Within the PC community, 13 crews rotate through their respective unit level training (ULTRA) using only three stateside PC ships. Engineers from PC Maintenance Support Teams (MST) and PC crews perform engineering hot and cold checks on main propulsion diesel engines (MPDEs), ship's service diesel generators (SSDGs), and installed damage control equipment once per quarter on each CONUS hull to support ULTRA-E events. In total, the PC community was performing these checks 12 times per year. Thus, conducting maintenance monthly that was designed to be completed semi-annually. These unnecessary checks caused excessive equipment wear and wasted maintenance man hours.

In March 2008, Chief Koonce identified this area for improvement. He developed and implemented the solution to conduct these checks during the ULTRA-E events only if the checks were required by periodicity, a simple solution with significant results. Coordinating with PCMST and Afloat Training Group Atlantic (ATGLANT), he established a process



On the lookout for ways to improve warfighting readiness, the PCRON came up with a way to improve the process for inspecting PC main engines and generators saving a great deal of time and wear and tear.

that requires PC crews to provide documentation of completion of the hot and cold checks (semi-annual and above) to ATG assessors on day one of ULTRA-E. ATG agreed to waive the requirement to perform the semi-annual checks as long as the documentation was provided.

The benefits and manpower savings of this true "Just Do It" event were tremendous. PCRON saved 390 maintenance man hours a year and captured military labor costs of \$22,813 a year. But more importantly the action significantly reduces time Sailors spend performing unnecessary tasks, allowing them to now focus on more important requirements.

Marine Comms (*continued from page 5*)

While serving as the DGSIT USMC Team Leader, Richards was responsible for oversight of a team of USMC C4 subject matter experts who were responsible for performing operational checks for the Marine C4 systems. These SME's came from a variety of supporting establishments including Marine Corps Systems Command, Marine Corps Tactical Systems Support Activity, Marine Corps Network Operations and Security Command, SPAWAR, PEO Ships, and Marines from the 26th Marine Expeditionary Unit. Equipment and systems that were tested included HF Automatic Link Establishment radios, Enhanced Position Locating Reporting System radios, the Advanced Field Artillery Tactical Data System, the MAGTF Router, the Digital Modular Radio, the Digital Wideband Transmission System, and the Tactical Switching System.

With the completion of COMPTUEX, the MCNIT Marines from LHDRON will now focus their efforts on assisting the Bataan ESG in grooming the Marine C4 systems for deployment in 2009. The MCNIT Marines have also provided 24 MEU a Marine C4 capabilities brief on the amphibious ships of the WAS ESG, and they will schedule a preliminary assessment for the MEU staff to do a walk through of the Wasp ESG platforms upon their return from deployment to Afghanistan. Semper Fi – and Standing by to Support!

CLASSSRON Points of Contact

CGRON Commander Capt. David Matawitz
619-556-1232, david.f.matawitz@navy.mil
CGRON Public Affairs Officer Lt. Christopher Seivers
619-556-6680, christopher.seivers@navy.mil
DDGRON Commander Capt. Perry Bingham
757-445-5764, william.bingham@navy.mil
DDGRON Public Affairs Officer Cmdr. Mark Leary
757-445-6297, mark.leary@navy.mil
FFGRON Commander Capt. Glenn Zeiders
904-270-5801 x110, glenn.zeiders@navy.mil
FFGRON Public Affairs Officer Ens. Christine Campbell
904-270-5801 x105, christine.m.campbell@navy.mil
LHDRON Commander Capt. Bill Valentine
757-445-5684, william.d.valentine@navy.mil
LHDRON Public Affairs Officer Mr. Dave Brown
757-445-5675, david.brown16@navy.mil
LSDRON Commander Capt. Craig Kleint
619-556-1446, craig.kleint@navy.mil
LSDRON Public Affairs Officer Lt. Greg Cruser
619-556-1460, gregory.cruser@navy.mil
LCSRON Commander Capt. Lewis Nygard
619-556-0774, lewis.nygard@navy.mil
LCSRON Public Affairs Officer Cmdr. Scott Graham
619-556-3291, scott.a.graham@navy.mil
MCMRON Commander Capt. Mark Rios
361-776-1139, mark.rios@navy.mil
MCMRON Public Affairs Officer Lt. Joe Stach
361-776-1120, joe.stach@navy.mil
PCRON Commander Cmdr. Stephen Coughlin
757-462-7403 x803, stephen.coughlin@navy.mil
PCRON Public Affairs Officer ITCS(SW/AW) Maria Nobles
757-462-7403 x862, maria.nobles1@navy.mil



READY WARFIGHTERS IN THE SPOTLIGHT



Nitze Sailors Spend "A Day in Combat"

Story by Ensign Daniel Ciullo, USS Nitze (DDG 94)



NORFOLK — Looking for new and innovative ways to improve the warfighting readiness inside their own lifelines, the crew of the Norfolk-based guided missile destroyer USS Nitze (DDG 94) recently spent an entire day at sea focused completely on combat and damage control drills.

Called "A Day in Combat" the innovative training session immersed Nitze Sailors in a "worst case" scenario, combat environment for an entire day. According to Nitze Sailors, the day's events were more intense than Composite Training Unit Exercises and Joint Task Force Exercises. Starting with a simulated Tomahawk land attack missile strike and ending with an abandon ship drill, the day's evolutions tested each facet of Nitze's warfare areas and forced fast decisions under intense pressure, especially for the damage control teams tasked with keeping the ship in the fight.

Scenarios included medical casualties, combat systems casualty control evolutions, a live chaff fire, quiet ship, complex anti-air, anti-submarine, and surface warfare scenarios, General Quarters, mass conflagration, battle messing, chemical, biological, and radiological (CBR) attack, emergency destruction, and abandon ship.

"A Day in Combat" was conducted underway during independent operations while en route to the AUTEC sonar range in the Bahamas.

"We had spent the past five months primarily focusing on supporting the Theodore Roosevelt Strike Group's missions and integrating into a larger force, so 'A Day in Combat' was important because it gave us the opportunity to concentrate solely on training within our lifelines," said Nitze Commanding Officer Cmdr. Ken Long.

Coordinating the effort required Nitze's training teams to come together to develop a challenging, integrated series of events that maximized training and replicated a combat environment.

Nitze Executive Officer Lt. Cmdr. Sean Anderson oversaw and executed the complex timeline.

"We re-racked our schedule to free up an entire day, from seven in the morning to ten o'clock that night. That gave us 15 straight hours dedicated to training, which allowed us the time to run scenarios we don't get many opportunities to practice, let the combat scenarios develop gradually and realistically, and allow training team members to conduct thorough watchstander training and focus on the finer details of each evolution," said Anderson.

Excitement about the day was shared at all levels of the ship's crew.

"It was a good learning experience for everyone. It was a long, tough day, but it was cool to see how we would actually react to a bunch of combat events piled on top of each other." Boatswain's Mate Seaman Recruit Joshua Vance.

For Vance and many other new Nitze Sailors, it was the first



BM1(SW) Brendan Shellman guides a visiting midshipman through an abandon ship drill onboard USS Nitze as part of a day-long series of progressively more challenging scenarios and drills called "A Day in Combat."

time they had ever donned CBR protective equipment in a realistic environment.

"Given the demanding schedule of pre-deployment work ups, it was an excellent opportunity to hone our damage control skills," said Nitze's Electrical Officer Ensign Chris Flores.

Even midshipmen, on board Nitze for their summer cruise, were excited about the unique opportunity to see their text books come alive with a front row seat to naval warfighting and casualty control.

"I was impressed with the speed of Repair Two. Everyone seemed to know their jobs and performed well. I'm looking forward to working with highly-trained professionals like Nitze Sailors when I join the fleet," said U.S. Naval Academy Midshipman 1st Class Renalyn Racoma.

At the end of the day, exhausted Nitze Sailors took pride in their efforts, knowing that as a result of the intense "day in combat" they were more prepared to face tough combat challenges.

EDITOR'S NOTE: There are no doubt countless readiness innovations occurring every day in the Fleet. Sharing your story with the rest of the force is a great way to spread the wealth and spur further innovation. Send us your readiness innovation story via e-mail to william.p.taylor@navy.mil and herbert.josey@navy.mil

MCMRON Improves Maintenance, Reduces Training Costs

Story by LT Joe Stach, Readiness Staff Public Affairs, Photo by Photo by MNC(SW) Antonio Rodriguez



INGLESIDE, Texas — The Mine Countermeasures (MCM) CLASSRON recently implemented a cost-saving maintenance program in response to INSURV inspections of six different MCM ships noting 144 watertight door (WTD) deficiencies.

The CLASSRON team investigated potential root causes including material, personnel, training and maintenance. The analysis revealed that MCM Crews were undermanned in trained, qualified Sailors and that proper training would alleviate a majority of the INSURV issues.

"The main role of a CLASSRON is to look at class-wide problems and come up with solutions that positively affect all the ships in the class," said Cmdr. Angel Cruz, Chief Staff Officer of MCMRON.

DCCS(SW) Steven K. Rennie, of CLASSRON's N43 [Engineering] shop investigated cost-versus-benefit student training opportunities on-location at fleet concentration areas in San Diego, Pearl Harbor and Norfolk or hosting a class aboard Naval Station Ingleside.

The on-location cost to send the number of students necessary to fulfill the MCM requirement was more than \$26,000. Rennie and the CLASSRON staff arranged for two Watertight Door Maintenance classes to be held at Naval Station Ingleside at a cost of \$3,500.00 per class, saving the Navy \$22,000.00.

"In order to bring crews up to required graduation rates, 24 quotas would be required, each course has a roster size of 12," Rennie said. "With the number of personnel who needed the school, it was more cost effective to have the school exported down to Ingleside."

Because of the coordination between the Center for Naval Engineering and MCMRON, the ships will be able to receive the

training they need quickly and save the Navy large amounts of TADTAR money.

"This was a classic case of using CLASSRON assets to identify and develop a solution that will make our ships more ready for tasking," Cruz said.

"It's a win-win situation for the Navy, Sailors receive training and ships receive maintenance," Rennie added. "Due to the unavailability of watertight door mock-ups in Ingleside, day two of the course is held onboard an MCM hull conducting real time maintenance."

The investigation also discovered that some Sailors conducting WTD training were not qualified; they had not attended WTD Maintenance School.

Once these classes are held, the ships will cross train their Sailors allowing for training to be spread throughout work centers. This will save the CLASSRON and the Navy money and increase MCM readiness.

This cost benefit analysis is being sent to all ships in non-fleet concentration areas as a case analysis for their consideration.



DC2 Mendivil, assigned to Mine Countermeasures Crew Dominant embarked on USS Champion (MCM 4), is a graduate of Naval Afloat Maintenance Training Strategy (NAMTS). Petty Officer Mendivil walks Mineman Seaman Apprentice Cadigan through proper water tight door maintenance procedures before removing paint overspray and applying proper lubrication.

Automated Work Notification (AWN) Program Update

Story by LT Christopher Seivers, CGRON Public Affairs Officer



SAN DIEGO — Surface Force ships collectively indicate that writing Ship's Maintenance Action Forms (2Ks) is cumbersome and leads to multiple problems. The Guided Missile Cruiser Class Squadron (CGRON) investigated this issue for a month and discovered that the current 2K process – as well as the Organizational Maintenance

Management System - Next Generation (OMMS-NG) – will be discontinued fleet-wide at the end of April 2009. These systems will be replaced by the Automated Work Notification (AWN) program.

AWN is part of the Afloat Toolbox for Maintenance (ATM). ATM is a portal that allows Sailors to access all of the maintenance tools from a central location. ATM uses a single login that will provide access to AWN and other tools such as MFOM 2.0/MRAS, eSOMS (electronic tag-out), eDFS (electronic DFS), CASREPS, R-Supply, and R-Admin. The tools available to

be accessed in ATM will be determined by a set of pre-defined user's rights.

Time and motion studies conducted by the U.S. Fleet Forces Command indicated that AWN yields many improvements over OMMS-NG, including increased accuracy (70%) for 2Ks, and an average reduction of 25 minutes spent filling out the forms. Currently, the average 2K is considered only 30% accurate, taking an average of 30 minutes to write. AWN also will retain a historical record of 2Ks and parts ordered. A further added benefit of AWN is that upon generating a new 2K, the system notifies the Sailor if a similar 2K has already been written and then auto-populates the new 2K with the historical data — saving additional time.

The plan for ATM roll-out is for installation in all Navy Information Application Product Suite (NIAPS) Servers, which are currently installed on 90% of surface ships. Web-based training is now available at <https://mitsinc.webex.com>. Training and implementation teams will go aboard each ship for all hands training. Schedules will be forwarded once established.

LSDLPDRON: Managing People to Increase Engineering Readiness

Story by Lt. Greg Crusier, LSDLPDRON Public Affairs Officer, Photo by MC2 Class John L. Beeman



SAN DIEGO — As most of us know, the obstacles to maintaining the Main Propulsion (MP) plant on any ship are extensive and require experienced leadership and quality training. As an Engineering Readiness

Analysis conducted by the LSDLPDRON has highlighted, the engineers onboard our dock landing ships (LSDs) are facing some unique challenges.

While the Gas Turbine engines onboard Destroyers, Frigates and Cruisers are maintained by GSM's and GSE's, the Main Propulsion Diesel Engines onboard LSDs are maintained by Enginemen (EN's). The M-Division onboard LSD's is made up entirely of EN's, many of whom have never had experience working with Main Propulsion Engines.

Most shipboard EN's across the fleet specialize in auxiliaries, such as air conditioning, refrigeration, hot water, fire pumps, elevators, diesel generators and air compressors, while others have small boat engine expertise, but few have the extensive background in Main Propulsion required to maintain tricky diesel engine plants. EN's are exposed to Main Propulsion training in "A" School, but compared to the GSM training pipeline, the scope of the training is limited to an overview rather than an in-depth working knowledge of maintaining and operating main propulsion plants and their supporting systems.

The EN rating is made up three major branches, so many are detailed to divisional leadership positions in LSD Main Propulsion plants having never been responsible for a diesel main engine before. A review of our current LSD EN manning showed that only about 31% of all E5 and senior LSD Enginemen had previous main propulsion experience and that less than 20% had previous LSD experience.

Currently, each LSD is required to have at least five Naval Enlisted Classification (NEC) 4366: LSD-41 Class Propulsion System Technicians onboard. This NEC is specific to the LSD Class and is granted after the completion of several relevant courses. Previously this NEC requirement applied only to EN1 and EN2 billets onboard the LSD's but following the recommendations made by the LSDLPDRON, the NEC requirement has been added to both the Engineman Master Chief and the Engineman Chief billets.

This change is an attempt to improve the Main Propulsion experience of the Enginemen leadership onboard the ship. With the addition of this NEC requirement, detailers will have to find EN's with previous LSD experience or send prospective gains to the NEC granting course enroute to the ship. These NEC requirements have already taken effect and should be represented in the Ship's Manning Document. Ships will not be penalized if their current ENC and ENCM do not hold the NEC, but the



ENFN Tiffany Bailey documents engineering checks in the number one main machinery room aboard the amphibious dock landing ship USS Tortuga (LSD 46).

change will apply to prospective gains as the current on board transfers.

Several other recommendations to improve the experience level of LSD Main Propulsion engineers have been proposed in conjunction with the LSDLPDRON study. The CLASSRON surveyed all dock landing ships in an effort to determine how the ships were organizing their engineering division officers and found that most commands were taking the Limited Duty Officer (LDO) that was originally detailed to the Damage Control Assistant (DCA) billet and making him/her the Main Propulsion Assistant (MPA). The current Ship's Manning Document (SMD) has a second tour unrestricted line Surface Warfare Officer (SWO) Lieutenant Junior Grade as the required designation for the MPA billet.

LSDLPDRON proposed that the SMD be revised so that the MPA would be an Engineering LDO, the DCA would be an Engineering Chief Warrant Officer (CWO) and the Auxiliaries Officer (AUXO) would be a second tour unrestricted line SWO lieutenant junior grade. This proposal was accepted and is in the process of being implemented. This change should ensure that prospective engineering division officers headed to LSDs will get the right enroute training and will have the requisite skills and experience level to be successful.

LSDLPDRON's next step is to take a deep dive into the main propulsion curriculum provided to Enginemen and recommend changes in an attempt to bring the classroom training up to par with the equivalent Gas Turbine main propulsion training that the GSM's receive.

As always, the LSDLPDRON uses inputs from the waterfront to focus its efforts. Many of the issues identified during the readiness analysis originated from deckplate feedback. If you are interested in learning more about the analysis conducted by the LSDLPDRON, please contact Lt. Greg Crusier at (619) 556-1460 or email gregory.crusier@navy.mil.

“Iron Men” test new Minesweeping Systems

Story by Mr. Mark Oswell, SURFOR Strategic Communication Team, Photos by Lt. Cmdr. L. Reinhold, MCM Crew Persistent



INGLESIDE, Texas — Recently, the “Iron Men of USS Devastator (MCM6) spent two days underway off Corpus Christi, Texas testing new aft-deck minesweeping modifications.

The crew successfully completed a final system operation verification test on a number of combat system upgrades that have been installed aboard

Devastator, making her one of the most advanced mine warfare platforms in the fleet.

The first phase of the modification replaced the aging, maintenance-intensive hydraulic system with a much more reliable electric system (variable AC type motors). Naval Surface Warfare Center, Carderock Division, Philadelphia (NSWCDD) designed the modification based on Fleet input regarding issues with the legacy systems.

“This modification will reduce our required maintenance and increase reliability,” stated Lt. Cmdr. Luke Reinhold, Commanding Officer of Devastator. “The modification will also give us the capability of online monitoring and diagnostics, and reduce the manpower needed to operate and maintain these rigs.”

The second phase of the modification replaced the towed acoustic decoys known as ‘Towed Bodies’ 27 and 26 (TB-27, TB-26) with Advanced Acoustic Generator (AAG, TB-35) and the Infrasonic Advanced Acoustic Generator (IAAG, TB-36).

Both the AAG and IAAG were designed by the Australian company, Thales Australia (formerly ADI Ltd.) with the Naval Surface Warfare Center, Panama City, Fla., responsible for the acquisition and testing of the new devices.

The verification testing of these modifications in concert with a previous installation of a new Precision Inertial Navigation System offer improved minesweeping capability, less



The mine sweeper USS Devastator (MCM 6) conducts sea trials July 8, 2008 with advanced minesweeping gear off the coast of Texas. The new rigging will enable minesweepers to clear larger lanes in the ocean.

maintenance and a reduction in ‘down time.’ The upgrades allow mine countermeasures ships to increase the availability of these important assets in-theater for units that rely on ships such as Devastator.

Since the new towed bodies are streamed and towed with a wire instead of the acoustic power cable, a new tactical memo and updated towing procedures are being developed for all MCM ships that will have these new systems.

While the crew of Devastator was the first to operate and test the new modifications in early July, USS Avenger (MCM 1) is currently conducting an installation of the new systems while in a planned maintenance availability.

The EDVR – Foundation of NEC Management

Story by Chief Warrant Officer Velma Kearney, LHDRON N1 and Lt. Cmdr. Michael A. Esparza, LHDRON N6



NORFOLK — In keeping with the CLASSRON’s mandate to Man, Train, Equip and Maintain Big Deck L-ships, Commander, LHD/LHA/LPD 4 Class Squadron (LHDRON) has taken an active role in helping LHDRON ships manage Navy Enlisted Classifications (NECs).

The first action taken by the subject matter experts (SMEs) at LHDRON was to make the Surface Warfare Enterprise (SWE) aware of the issue. With the LHDRON N1 in the lead, LHD and LHA ships’ manpower/NEC status was briefed during a SWE All CLASSRON/Bureau of Personnel (BUPERS) summit convened to address the issue in March, 2008. Since then, the right people, in the right places, have been made ware of the issue.

The project scope initially focused on each LHDRON ship’s enlisted distribution verification report (EDVR). Boasting a cadre of Navy administration and training SMEs, LHDRON undertook the challenge to research, identify and correct errors contained

within each of the ship’s documents. Goal: to show improvement in NEC outlook (and provide a better picture of ground truth) without having to spend scarce TADTAR dollars; and when senior officers did decide to spend the TADTAR, we would be spending it on the right Sailor, at the right time for the right type of training.

LHDRON scheduled and executed a highly informative training session with Surface Force NEC manning experts. Upon completion of this training, LHDRON became aware of some “quick action” steps that ships could take to accurately input information into the requisite data bases; that would, in turn, provide the source data for the Fleet Training and Management System (FLTMPS).

Quick Actions undertaken by the LHDRON:

- Administrative Brief and training session to focus ships’ efforts on EDVR accuracy.
- Ship visits (Norfolk and San Diego) by LHDRON administrative SMEs to review ships’ EDVR processes and policy.

Please see LHDRON EDVR Page 11

Fleet Feedback Requested on Hybrid Electric Drive

Story by Cmdr. Mark Leary, DDGRON N43/6
and Lt. Bobby Bassham, DDGRON N432C



NORFOLK — DDGRON is working with the Science and Technical Division of the Naval Sea Systems Command's (NAVSEA) Surface Warfare Directorate (SEA 21) to provide fleet Sailor feedback on potential concepts of operations for a new Hybrid Electric Drive and Energy Storage system for flight IIA versions of Arleigh Burke (DDG 51) Class guided missile destroyers.

This effort is being driven by the fact that surface ships account for a staggering 41% of Navy fuel consumption. Crude oil prices have increased nearly 100% since 2007, so there is considerable motivation to find solutions to reduce fuel consumption. The DDG-51 class alone accounts for 40% of all surface ship fuel consumption, making it an ideal candidate for efforts to reduce fuel usage. An Office of Naval Research (ONR) study determined that Hybrid Electric Drive for the DDG-51 class is a technically viable option with potentially strong return on investment. The expected acquisition payback is five years.

DDG-51 Flight IIA's were also selected because they provide the best opportunity for long-term payoff when considering platform age and quantity. The increased fuel efficiency available with Hybrid Electric Drive is expected to result in several benefits including increased range, and time on station, as well as reduced replenishment frequency. Use of the Hybrid Electric Drive would be determined by the ship's propulsion demand. For example, when operating at less than 12 knots, ship's service generators would provide all power necessary for propulsion and ship service needs. Propulsion would be provided through a motor-generator (MG) attached to each main reduction gear (MRG). At greater than 12 knots, additional demand would be provided by the propulsion plant by bringing one or more gas turbine main engines online. When using the propulsion plant, additional electricity would be generated by the attached MG, allowing the shutdown of one or more gas turbine generators.

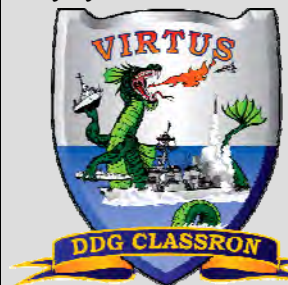
Energy storage would also provide additional savings by enabling alternative, energy efficient modes of operation. Significant savings can be realized since the typical surface ship operates at less than 12 knots for 40% of the time spent underway.

SEA 21 efforts in developing Hybrid Electric Drive have been very proactive. In FY 08, Congress provided tasking to industry for Hybrid Electric Drive and permanent magnet motor development, and identified the MG and MRG interface concept for prototyping. A Navy integration working group, including reps from SEA 21, SEA 05, Fleet, ONR, NSWC Naval Ship Systems Engineering Station Philadelphia, the Bath Planning Yard, and Industry, provides strategic direction.

Electric propulsion has been discussed in the Navy for quite some time. In the near future, SEA 21 and DDGRON will attempt to gain insight from the fleet on the potential use of Hybrid Electric Drive in an effort to field new technology that

Porter Hosts Reserve "Waterfront Weekend"

Story by Lt. Marin Jakawich, DDGRON N70



NORFOLK — The Norfolk-based guided missile destroyer USS Porter (DDG 78) hosted a highly successful "Waterfront Weekend" July 18-20, 2008.

The "Waterfront Weekend" is a recently created training program the Naval Reserve Readiness Command (REDCOM) Midwest launched with the intention of getting non-prior service (NPS) Reservists from the Midwest acquainted with the fleet. In order to get a better idea and appreciation for what the active-duty surface community does, NPS Reservists are sent to Naval Station Norfolk to spend a weekend, berthing and messing, aboard an in-port ship for two nights.

On July 18, several young NPS Reservists arrived onboard Porter. They spent time alongside their active-duty counterparts working in engineering spaces, on the bridge, in various operational areas, and even spent time helping in the galley.

Their short shipboard experience gave them a chance to learn knowledge specific to their rates and gave them general Navy knowledge. More importantly, the NPS Reservists went away with a much better understanding of what they may one day be called to do.

Norfolk's September JO Waterfront Training

The next Norfolk Junior Officer Waterfront Training Seminar will be Sep. 25, 2008 from 8:00 a.m. to 11:00 a.m. at the Deak Parsons Center (Bldg. CEP-183) on Naval Station Norfolk.

The seminar will focus on surface warfare tactics, techniques, and procedures and will be presented by Surface Warfare Development Group (SWDG) subject matter experts. The brief will be classified secret and all attendees must have, at a minimum, a secret clearance to attend. Names of attendees and their current security clearance information should be sent to the SWDG POCs: IS1 Hale or IT3 Wojciechowski at the following JPAS SMO ID: 538636 no later than Sep. 24. Ensure request is only for the day of the seminar. Aimed at augmenting wardroom-based training and enhancing watchstanders' knowledge, these seminars are intended for all junior officers, but are geared specifically toward those seeking SWO and TAO qualifications.

LHDRON EDVR (continued from page 10)

LHDRON received excellent support from ships' staffs while executing this SWE initiative. Upon request, COMLHDRON N1 staff visited with several ships' personnel officers to assist them with correcting any outdated personnel information. Since the implementation of the training sessions, there have been quantifiable improvements to the accuracy of recent EDVR/FLTMPs data sub sets, and critical NEC numbers. While the metrics and measures of effectiveness thus far are based on Norfolk based ships, the logical next step for the squadron's SME's is to travel to San Diego and work with the LHDRON ships homeported there. The LHDRON staff recognizes that the most important voice in daily operations is the voice of the fleet. With that dictum always foremost in the LHDRON Staff's minds, LHDRON is always "Standing By to Support!"

Book Review: Moneyball, Lessons for Surface Warfare?

Submitted by Lt. Cmdr. Kyle Gantt, CNSL Flag Aide

EDITOR's NOTE: This review of a book from the Navy Professional List was submitted to the SURFLANT Staff Newsletter, but might be of interest to all Surface Warriors.

I first picked up *Moneyball*, by Michael Lewis, purely as a baseball fan. In that context it is an engrossing story on par with *Summer of '49* and *Bull Durham*, about as good as it gets as baseball stories go. By the time I finished the book, I was reading not as a fan of the game – but as a fan of Surface Warfare.

While this may seem strange, the parallels seem to jump off the page. Lewis describes the revolution in baseball thinking when management's focus shifts from gut feelings and popular opinions about players to predictive metrics guiding their personnel decisions. Lewis follows Oakland A's General Manager, Billy Beane, for a year as Beane seeks to optimize returns given the strict resource constraints placed on him by Oakland's ownership. Throughout the book there are lessons which apply to both the success of the Oakland A's and the Surface Warfare Enterprise (or any organization looking to improve the efficiency of resource allocation).

1. Ensure the data set being collected to monitor a process adequately describes the process.

One would think Major League Baseball would be the model for any organization when it comes to statistics. We have developed a language for discussing baseball which includes real statistics. "Chipper is hitting .380. Santana's ERA is 2.65." Statistics are so ingrained in baseball, guys who failed 8th grade math use them as if they are John Nash. Yet, Lewis points out, the traditional statistics used to describe a baseball player (batting average, ERA, slugging percentage) result in a considerable amount of inefficiency in determining a player's value. Billy Beane and the A's are able to use their knowledge of this inefficiency to optimize their team. (In 2002, the A's won the second most games in the Majors with the second lowest payroll; this was roughly consistent with the previous five years).

The Surface Navy is starting from a position considerably behind Major League Baseball when it comes to factors determining the predicted readiness of a ship given a level of resource allocation but, we are on the right track. The SWE's Data Warehouse initiative will make the Surface Navy's "box scores" available to anyone with access. Our continuing challenge is to ensure the Warehouse is populated with "stats" which most accurately describe our process.

2. It is often those on the "outside" who find something totally new in a process.

Baseball has long been the "national pastime," the sport of everyman. Men who never played the game have become obsessed adults – rifling through box scores at two in the morning (and this was before fantasy leagues). In 1977, one such fan, Bill James, an economist by training, a baseball fanatic by obsession, wrote his first book (while working as a night watchman at a Van

Camp beans factory), *1977 Baseball Abstract: 18 Categories of Statistical Information You Just Can't Find Anywhere Else*. In this self published book (and the subsequent annual editions), James sought to turn on its ear the past 100 years of baseball algorithms used to value a player's worth. His ideas were discounted by baseball insiders but were rallied to by statisticians, computer programmers and others with the discipline to view baseball as an objective process as opposed to a subjective event wrought with emotion and preconceived ideas of what "should" happen. His is the foundation on which Billy Beane built the A's into perennial contenders and later, Theo Epstein and the Boston Red Sox into World Champs (as a Yankee fan, it even hurts to write it).

As the Surface Community moves toward metrics with the capability to predict expected readiness, we too must have the discipline to view developing "Warships Ready for Tasking" as an unemotional, objective process. I imagine this will be a challenge for those of us who, like baseball insiders, have past experience, emotional attachments and preconceived notions of how our limited resources should be allocated across the force.

3. Refining processes to their most efficient form happens when information is exchanged across a community committed to the success of the process.

Perhaps James' greatest achievement in publishing his annual *Abstracts* was forming a community which beginning in 1977 exchanged ideas for process improvement via letters. By the end of the 20th Century, the group was pioneering a new medium, the blog. They were constantly exchanging ideas, refining their models of what defined value for a Major League ballplayer. The level of analysis became greater than anyone could accomplish on his own. A peer review system developed which fostered the ideas with merit and screened those without.

While the Surface Navy has the additional challenge of information security, the opportunity remains to significantly broaden the dialogue. There are exceptional SWOs (or to accept the second point – anyone with access to the data) at the Naval Postgraduate School, Harvard Business School, University of Chicago, Fuquay, Wharton, the Naval War College, etc. Including them in an online community committed to solving the problem of developing algorithms which most efficiently define which resource allocation delivers the most "Warships Ready for Tasking" is essential to the health of our community.

These are but three of the lessons Lewis leaves the reader, there are numerous others throughout the book. While at its heart this is undeniably a baseball book, its lessons are unmistakable for anyone who seeks to more accurately describe a process. Just as I can't wait to watch a baseball game armed with some of the knowledge of Bill James and Billy Beane, I am equally excited about the future of Surface Warfare and the power of good statistical analysis.

